



DEPARTMENT OF DEFENSE (DoD) HUMAN RESOURCES MANAGEMENT (HRM)

BACKGROUND

The DoD recognizes eight Functional Areas with defined responsibilities regarding business functions and processes to support our warfighters. These eight Functional Areas are Financial Management, Acquisition, Defense Security Enterprise, Installations and Environment, Logistics and Materiel Readiness, Security Cooperation, Enterprise Information Technology (IT) Infrastructure, and HRM.

The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is responsible for leading and managing activities within the HRM Functional Area to ensure the readiness of the total force, which includes the recruitment, career development, military health care, and personnel and pay requirements for Active Duty, National Guard and Reserve component personnel, and DoD civilians. The USD(P&R) also serves as the Principal Staff Assistant (PSA) and advisor to the Secretary of Defense and Deputy Secretary of Defense on all matters related to HRM.

Within the HRM Functional Area, Personnel and Readiness Information Management (P&R IM) supports the USD(P&R) through:

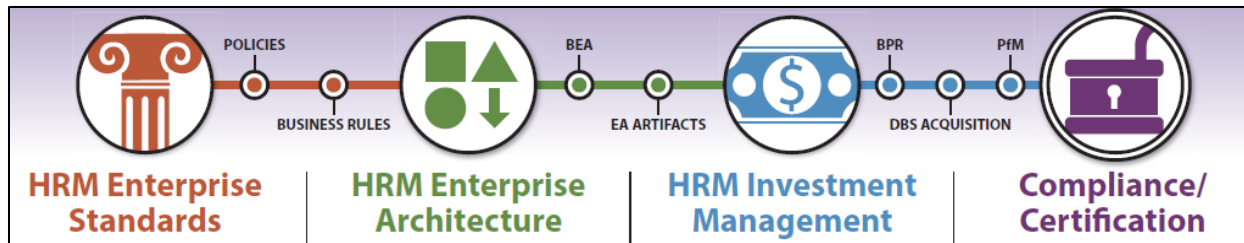
- Identifying policies, processes and technologies needed to execute the span of all DoD human resources (HR) related activities
- Offering recommendations to improve the efficiency and effectiveness of these policies, processes, and technologies
- Supporting DoD HR functions and needs through the delivery of reliable, timely and accurate information, and helping ensure that DoD HR data is standard, accurate, and interoperable across the department
- Contributing to minimization of IT spending by providing insight into IT expenditures, assisting in the reduction of redundant HR defense business systems while also ensuring a higher level of cost control, and recommending policy changes as appropriate

AUTHORITY

The Defense Business Council (DBC) is the governing body for defense business operations and systems, which includes oversight of the DoD Investment Management process and support of the development and integration of the Business Enterprise Architecture (BEA). The USD(P&R) designated the Director, P&R IM to be responsible for promoting, coordinating, and integrating business transformation within HRM Functional Area. P&R IM has responsibility for oversight of the HRM business portfolio, including development of the HRM Functional Strategy and management of the P&R Organizational Execution Plan (OEP). On behalf of the USD(P&R), P&R IM also helps ensure that HRM business operations and activities respond to changes in DoD mandates, organization structure, and stakeholder needs to determine the appropriate content needs of the HRM system suite.

P&R IM'S APPROACH TO HRM

P&R IM provides guidance and support to HRM stakeholders as they seek to invest in DoD IT business systems for the purpose of improving and transforming how they do business. Specifically, P&R IM is responsible for promoting, coordinating, and integrating business transformation within the HRM Functional Area by providing expertise within the following areas: HRM Investment Management, HRM Enterprise Architecture (EA), and HRM Enterprise Standards (ES).



HRM ES encapsulate policies, documented terms and definitions, business rules, required business processes (if any), and business information needs relative to the HRM Functional Area. HRM ES promote DoD-wide semantic consistency of HRM information and support the application of policy within the DoD HRM community. Further, HRM ES are incorporated into the HRM EA and represented in BEA.

HRM EA provides a blueprint of the HRM business and depicts HR-specific capabilities, End-to-End (E2E) business flows, business processes, and systems alignment. EA Artifacts help reveal opportunities for improving the efficiency and effectiveness of systems and/or processes and enable compliance and alignment to Laws, Regulations, and Policies (LRPs), BEA, and certification requirements.

HRM Investment Management leverages investment review, Business Process Reengineering (BPR), defense business system (DBS) Acquisition, and Portfolio Management to assess project costs, benefits, and risks associated with the planning, design, acquisition, development, and deployment of initiatives and HRM DBS. It provides a framework to guide effective decision-making, enabling HRM stakeholders to guide investments in HRM DBSs and resources. Ultimately, HRM DBSs are effectively evaluated for compliance, strategic alignment, utility, and cost.

In summary, P&R IM performs several key functions to support management of the HRM Functional Area: HRM ES, HRM EA, and HRM Investment Management. These capabilities work together holistically to encapsulate LRPs and business rules, document the HR enterprise business and roadmap, reengineer and improve business systems/processes, and ensure HRM systems are aligned to the strategic goals and mission of the HRM Functional Area and DoD, thus enabling compliance and certification of IT dollars.

Learn more!

To learn more about HRM, visit the P&R IM Web site (<http://www.prim.osd.mil/>) or email HRM_Webmaster@osd.pentagon.mil.